

# **CHAPTER 3(a): Performance Report**

**2015/2016 Financial Year**

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### 3. PERFORMANCE REPORT

#### 3.1. Introduction

##### 3.1.1. ....Predetermined Objectives (CWDM)

The reflection of key performance indicators and performance targets in the Integrated Development Plan as compelled by Section 26(i) and Section 41(1)(a) of the Local Government Municipal Systems Act (No.32 of 2000) is aligned to the predetermined objectives as reflected in the approved 2012/13 – 2016/17 Integrated Development Plan.

*The table below illustrates the alignment between the Strategic Objectives and the Predetermine Objectives as per approved Integrated Development Plan:*

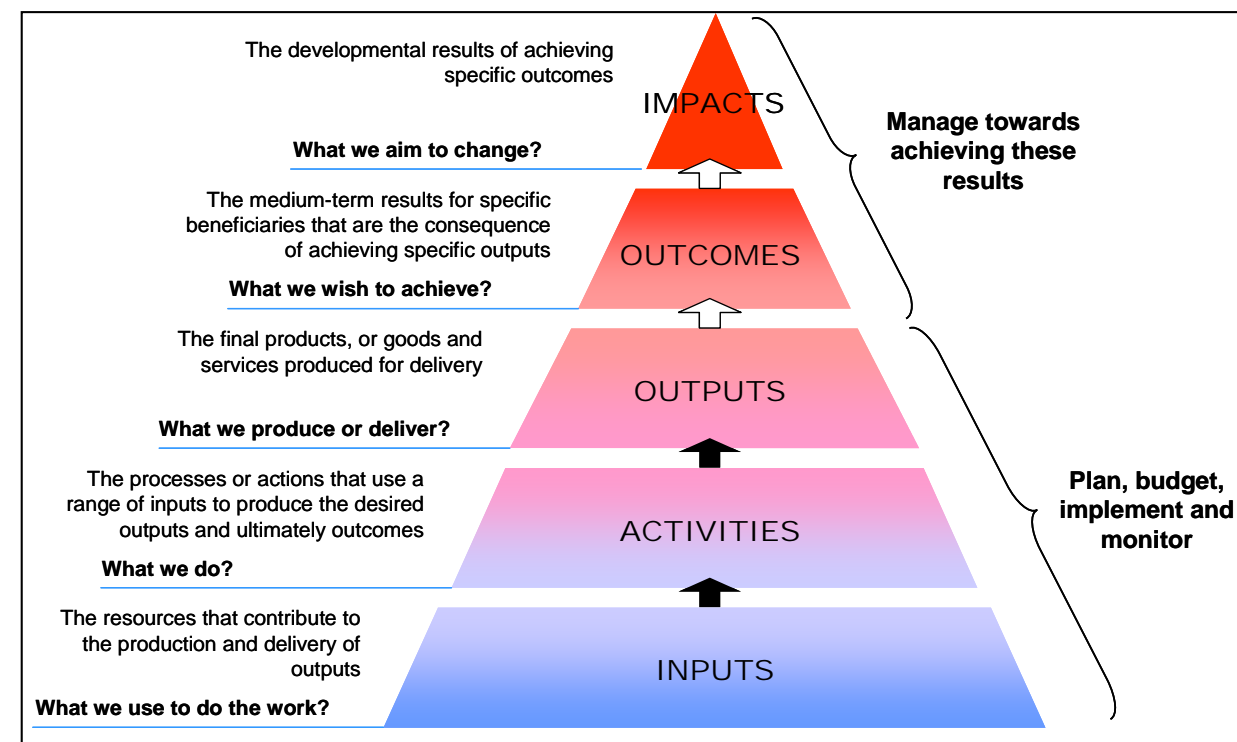
	Strategic Objective		Predetermined Objective
1	To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.	1.1	Provide a comprehensive and equitable Municipal Health Service including Air Quality Management throughout the CWDM.
		1.2	Ensure coordination of multi-disciplinary and sectoral disaster risk reduction through integrated institutional capacity for Disaster Risk management, Disaster Risk Assessment and Response and Recovery.
		1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM.
		1.4	To facilitate environmentally sustainable economic development planning through the development and maintenance of strategic partnerships, investment attraction, retention and opportunities, SMME support and development, skills development and information knowledge.
		1.5	To facilitate, ensure and monitor the development and empowerment of the poor by graduating people out of poverty, social inclusion and improving the livelihood of the poor, vulnerable groups, rural farm dwellers and rural communities.
2	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	2.1	To comply with the administrative and financial conditions of the Western Cape Government roads agency function agreement.
		2.2	To implement sustainable infrastructure services.
		2.3	To increase levels of mobility in the whole of the CWDM area.
		2.4	To improve infrastructure services for rural dwellers.
		2.5	To implement an effective ICT support system.
3	To provide an effective and efficient financial and strategic support services to the Cape Winelands District Municipality.	3.1	To facilitate and enhance sound financial support services.
		3.2	To strengthen and promote participative and accountable IGR and governance.
		3.3	To facilitate and enhance sound strategic support services.

### 3.1.2. ....Framework for Managing Performance Information: Key Concepts

When monitoring and assessing outcomes and impacts it needs to be kept in mind that government interventions can also have unintended consequences. These also need to be identified and monitored so that risks can be managed and corrective action can be taken.

In managing for results, budgets are developed in relation to inputs, activities and outputs, while the aim is to manage towards achieving the outcomes and impacts.

The figure below illustrates the relationship between these core performance information concepts.



### 3.1.3. ....Planning, Budgeting and Reporting

The performance information reported in accountability documents enables Council and the public to track government performance, and to hold it accountable.

Performance information also needs to be available to managers at each stage of the planning, budgeting and reporting cycle so that they can adopt a results-based approach to managing service delivery. This approach emphasises planning and managing a focus on desired results, and managing inputs and activities to achieve these results.

### 3.1.4. ....Financial Performance per Strategic Objective

SO	Operating Budget				
	2014/15	Actual	2015/16	Actual	2016/17
1	R 117 524 580	R 114 745 725	R 109 444 522	R 105 779 980	R 109 871 000
2	R 111 515 021	R 103 693 966	R 146 260 864	R 136 113 835	R 137 804 000
3	R 95 810 270	R 93 254 682	R 112 468 526	R 72 858 570	R 108 920 000
<b>Total</b>	<b>R 324 849 871</b>	<b>R 311 694 373</b>	<b>R 368 173 912</b>	<b>R 314 752 385</b>	<b>R 356 595 000</b>

SO	Capital Budget				
	2014/15	Actual	2015/16	Actual	2016/17
1	R 2 098 519	R 1 573 325	R 5 632 869	R 1 444 748	R 5 988 660
2	R 3 490 322	R 823 605	R 4 958 630	R 2 972 037	R 11 080 800
3	R 906 667	R 2 506 790	R 425 388	R 341 164	R 1 424 900
<b>Total</b>	<b>R 6 495 508</b>	<b>R 4 903 720</b>	<b>R 11 016 887</b>	<b>R 4 757 949</b>	<b>R 18 494 360</b>

SO	Project Budget				
	2014/15	Actual	2015/16	Actual	2016/17
1	R 16 829 980	R 15 783 519	R 15 807 050	R 14 751 744	R 16 322 090
2	R 9 803 500	R 7 873 242	R 15 946 500	R 13 171 830	R 16 563 000
3	-	-	-	-	-
<b>Total</b>	<b>R 26 633 480</b>	<b>R 23 656 761</b>	<b>R 31 753 550</b>	<b>R 27 923 574</b>	<b>R 32 885 090</b>

3.2. Summary of Cape Winelands Organisational Key Performance Indicators 2015/16

SO	Number of KPI's	Zero Performance	Under Performance <80%	Achieved and over achieved	Delivery as a Percentage 2015/16	Delivery as a Percentage 2014/15
1	10	-	-	10	100%	100%
2	7	-	-	5	71%	87%
3	8	-	-	8	100%	100%
Total	25	-	-	23	92%	96%

3.2.1. ....Cape Winelands District Organisational Key Performance Indicators

The Organisational Key Performance Indicators (KPI) has been revised during February 2016 and the following corrections/improvements were made:

- Organisational KPI's – deleted where budget has been allocated however could not deliver for a number of reasons;
- Deleted KPI's with zero targets – targets were set for outer years; and
- Deleted KPI's not budgeted for during the adjustment budget process.

3.2.2. ....Cape Winelands District Detailed Organisational Key Performance Indicators

Over Performance	>100%
Target Achieved	100%
Target Almost Achieved	80% to 99%
Under Performance	1% to 79%
Zero Performance	0%

STRATEGIC OBJECTIVE 1 - To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.								
CWDM PDO	PO #	Outcome Indicator		Key Performance Indicator	Baseline 2014/2015	Annual Target and Performance		
						Annual Target	Annual Actual	Comments

1.1	1.1.1	FOOD CONTROL - To provide consumer protection and ensure that all foods during production, handling, storage, processing and distribution are safe, wholesome and fit for human consumption; as prescribed by law.	1.1.1.1	Number of inspections of food premises (Food handling, preparation & production formal and informal).	6000	6000	7187	It is impossible to accurately predict the number of inspections as this is influenced by a multitude of factors. This over performance is however within acceptable limits.
			1.1.1.2	Number of food samples taken.	1000	1000	1348	
	1.1.2	To ensure effective ENVIRONMENTAL POLLUTION CONTROL via the identification, evaluation, monitoring and prevention of the pollution of soil, water and air, in as far as it relates to health; and to institute remedial action accordance with Regulation 37 of the CWDM Municipal Health By-Law.	1.1.2.1	Number of water samples taken (Wastewater, Water milking sheds, Drinking water, Water sources, water used for recreation).	1800	1800	1855	Samples are taken according to need however this over performance is within acceptable levels.
			1.1.2.2	Annual Air Quality report to DEA in the prescribed format by 30 September of every year.	1	1	1	Annual target achieved
	1.1.3	To administer an effective ENVIRONMENTAL HEALTH MANAGEMENT SYSTEM, in order to achieve all environmental health objectives set.	1.1.3.1	Monthly Report (Sinjani report) to PGWC on all MHS matters by the 15th of every month.	12	12	12	Annual target achieved
1.2	1.2.1	Build Institutional Capacity Disaster Management	1.2.1.1	Number of Disaster Management Advisory Forum meetings.	2	2	2	Annual target achieved
1.3	1.3.1	Effective planning and co-ordination of specialized fire fighting services in CWDM.	1.3.1.1	One Veld Fire Season preparedness report approved by Council by 31 December 2015.	1	1	1	Annual target achieved
1.4	1.4.1	To fulfil a coordination role in terms of Town and Regional Planning, Economic and Tourism Development within the Cape Winelands District.	1.4.1.1	Number of stakeholder consultations attended or facilitated (3 forums per quarter).	12	12	12	Annual target achieved
	1.4.2	Promote CWDM as an investment/ tourism destination	1.4.2.1	Number of trade/tourism expos, missions, roadshows, educationals undertaken (national and international).	2	2	2	Annual target achieved
1.5	1.5.1	Successful implementation of programmes that address the needs of vulnerable groups (women, children, youth, disabled and elderly)	1.5.1.1	Number of awareness programmes that address socio-economic issues related to Sport, Recreation, Culture, HIV/Aids, Elderly, Disabled, Youth, Families and Children	16	15	22	Savings were incurred and additional programmes were implemented.

**STRATEGIC OBJECTIVE 2 - Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.**

CWDM PDO	PO #	Outcome Indicator		Key Performance Indicator	Baseline 2014/2015	Annual Target and Performance		
						Actual Target	Annual Actual	Comments
2.1	2.1.1	Support the maintenance of proclaimed roads in the district on an agency basis for the provincial roads authority.	2.1.1.1	100% of the provincial roads conditional grant budget allocation spent (Total expenditure divided by the total allocation received x 100)	New KPI	100%	94.36%	The different financial years (local government vs provincial government) and additional funding received make it difficult to achieve 100%.
			2.1.1.2	Monthly report on production figures to Provincial Government (Roads Agency) by the 15 <sup>th</sup> of each month.	New KPI	12	12	Annual target achieved
2.2	2.2.1	Enhance the planning of infrastructure services in the district.	2.2.1.1	Develop storm water master plans for local municipalities.	1	2	3	The master plan that was due for the 2014/2015 financial year was also completed.
			2.2.1.2	Investigate and planning of a regional solid waste disposal site.	0	1	1	Annual target achieved
2.3	2.3.1	Improved pedestrian safety at rural schools.	2.3.1.1	Review District Integrated Transport Plan.	New KPI	1	1	Annual target achieved
2.4	2.4.1	To improve infrastructure services for rural dwellers throughout the area of the CWDM.	2.4.1.1	% of project budget spent on rural projects (Clearing road reserves, provision of water & sanitation to schools, renewable infrastructure and upgrade rural sport facilities).	New KPI	95%	77.45%	Under spending due to savings.
2.5	2.5.1	Improving ITC support	2.5.1.1	Quarterly ICT reports to Mayoral Committee.	New KPI	4	4	Annual target achieved



STRATEGIC OBJECTIVE 3 - To provide effective and efficient financial and strategic support services to the Cape Winelands District Municipality.								
CWDM PDO	PO #	Outcome Indicator		Key Performance Indicator	Baseline 2014/2015	Annual Target and Performance		
						Actual Target	Annual Actual	Comments
3.1	3.1.1	Credible Budget	3.1.1.1	Compilation of the budget.	End May	End May	End April	Annual target achieved
	3.1.2	Transparent and accountable reporting to all stakeholders	3.1.2.1	Compilation of quarterly Section 52 reports to Council (including performance reports).	New KPI	4	4	Annual target achieved
	3.1.3	Effective systems, procedures and internal control of expenditure and revenue.	3.1.3.1	Monthly creditor and debtor age analysis (section 71 reports) to Executive Mayor.	12	12	12	Annual target achieved
	3.1.4	Fair, Equitable, Transparent, Competitive and cost-effective SCM Policy and Regulatory Framework.	3.1.4.1	Effective Supply Chain Management.	Less than 5% successful appeals	Less than 5% successful appeals	Less than 5% successful appeals	Annual target achieved
3.2	3.2.1	Improved intergovernmental relations	3.2.1.1	Number of IGR meetings.	8	8	8	Annual target achieved
	3.2.2	To ensure well functional statutory and other committees	3.2.2.1	Number of committee meetings supported administratively (Minutes of all meetings on Collaborator.	14	14	14	Annual target achieved
	3.2.3	To ensure skilled and competent workforce in order to realise organisational strategic objectives	3.2.3.1	Number of Workplace Skills Plan Submissions to the LGSETA.	1	1	1	Annual target achieved
3.3	3.3.1	Improved Labour Relations and informed Workforce.	3.3.1.1	Number of Employment Equity Report submissions to the Department of Labour.	1	1	1	Annual target achieved

### 3.3. Roll-Overs

Roll-overs for 2016/2017 as per the Adjustment Budget:

Vote Number 2015/16	Department	Description	Budget 2015/16	Actual Spending 2015/16	Roll Over 2016/17	Original Budget 2016/2017	Revised Budget 2016/2017	Reasons for Roll Over
112020213	Financial and Strategic Support Services - Western Cape Finance Management Grant	Municipal Finance Management Internship Programme (MFMIIP) for the District	R 350 000	-	R 350 000	-	R 350 000	It was agreed with the Provincial Government that a service provider be appointed to manage the Internship Programme for the Cape Winelands District. The procurement process started in June, therefore it is requested that the funds be rolled over to the 2016/2017 financial year.
112010213	Financial and Strategic Support Services - Finance Management Grant	Municipal Systems Improvement Grant	R 930 000	R 262 838	R 667 163	-	R 667 163	Tenders were requested for the development of Human Resource related policies but none of the vendors complied with critical tender requirements, hence tenders had to be re-advertised. The adjudication process was conducted on 24 June 2016 necessitating the roll-over.
112010213	Office of the Municipal Manager – Internal Audit	Shared Services	R 6 200	-	R 6 200	-	R 6 200	Project was concluded in the 2014/2015 financial year.
112010213	Financial and Strategic Support Services - Finance Management Grant	District Funding Research Initiative	R 1 600 000	R 939 865	R 660 135	R 120 000	R 780 135	Although an order for the total DFRI was issued in the 2015/2016 financial year, phase 3 and the final phase of the DFRI will only be completed in the 2016/2017 financial year.
113305199	Technical Services – Rural Roads	Rural Roads Asset Management System	R 2 384 000	R 4 111	R 2 379 889	R 4 567 000	R 5 062 889	It was initially planned that a service provider appointed by another Municipality could be appointed in terms of section 32 of the Supply Chain Management Regulations but that process was found to be problematic. This resulted in a full procurement process and thus causing delays. Tenders were advertised on 22 January 2016 and closed on 19 February 2016.
116155135	Technical Services - Public Transport	CWDM Integrated Transport Plan	R 2 035 810	R 465 611	R 1 570 199	-	R 1 570 199	The plan was completed, but council must approve the plan and the approved plan must be submitted to the Provincial Department for comment. If the Department has any comments with regards to the plan the service provider must do the necessary changes.
115125229	Office of the Municipal Manager - IDP	IDP Project	R 136 212	R 69 660	R 66 552	-	R 66 552	Service provider was appointed to roll out capacity building workshops for the district as a whole. An amount of R 56 800 was unspent and will be utilised to support the local municipalities for the establishment of ward committees.
115115230	Office of the Municipal Manager – Performance & Risk Management	Development of SOP's for District	R 36 100	-	R 36 100	-	R 36 100	Service provider was appointed to roll out SOP workshops in the District. Savings realised due to lower operational cost as anticipated. These funds will be utilised in the 2016/2017 financial year for the development of SOP's.
115110213	Office of the Municipal Manager - Performance & Risk Management	Performance Management	R 200 000	-	R 200 000	-	R 200 000	The Municipality applied for funding from Provincial Government to appoint a service provider to assist with the compilation of SOP's. Due to the resignation of the Deputy Director Performance & Risk Management the department did not have sufficient capacity to drive the project.
114750150	Community Development & Planning Services– Rural & Social Development	Community Development Workers	R 91 342	R 48 838	R 42 504	R 75 000	R 117 504	The unspent Community Development Workers Grant (CDW) will be utilized to fund the operational expenditure of the CDW from 1 July 2016 until the new grant for the 2016/2017 financial year is paid over to Cape Winelands District Municipality.



## National Key Performance Indicators 2015/2016

National Government has identified five key performance areas (KPA's) for local government:

- Service delivery and infrastructure development;
- Local economic development;
- Municipal financial viability and management;
- Municipal transformation and organisational development, and
- Good governance and public participation.

### 3.3.1. ....The Cape Winelands District Municipality contributed to the National KPA's as follows:

KPA 1 – SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT (2015/2016)			
Roads	Unit	2014/15	2015/16
Kilometres of road responsible for (provincial de-proclamation and maintenance contracts)	km	4 716	3 601
Kilometres of roads maintained and rehabilitated (provincial de-proclamation and maintenance contracts)	km	4 716	3 601
Total amount of operating budget allocated to road maintenance	Rand	R 98 028 141	R 129 129 231
Total amount of operating budget spent on road maintenance	Rand	R 89 124 497	R 115 058 723
KPA 2 – LOCAL ECONOMIC DEVELOPMENT (2015/2016)			
Economic growth	Unit	2014/15	2015/16
Total rand value of contracts awarded	Rand	R 126 067 707	R 149 222 066
Total rand value of contracts awarded to SMMEs	Rand	R 100 589 192	R 139 950 347
Total rand value of contracts awarded to BEE suppliers	Rand	R 50 299 236	R 74 357 703
Total rand value of contracts awarded to women	Rand	R 30 130 572	R 42 797 634
KPA 3 – MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (2015/2016)			
Financial viability	Unit	2014/15	2015/16
Total operating transfers (grant and subsidy income)	Rand	R 219 636 900	R 222 732 933
Total operating expenditure	Rand	R 310 403 744	R 337 683 549
Capital budget spend in year	Rand	R 4 895 610	R 4 757 949
Council approved capital budget in year	Rand	R 6 391 519	R 11 016 887
Total outstanding customer debt as at 30 June 2016	Rand	R 0	R 2 347 223
Current assets as at 30 June 2016	Rand	R 523 681 955	R 595 161 410
Current liabilities as at 30 June 2016	Rand	R 33 805 037	R 44 380 088
Total revenue	Rand	R 350 515 886	R 386 633 141
Revenue from grants	Rand	R 221 524 164	R 223 779 121
Debt service payments (Finance Charges)	Rand	R 7 837	R 2 220

Salaries budget (including benefits)	Rand	R 179 445 880	R188 413 736
Total operating budget	Rand	R 351 483 351	R399 927 462
Municipal systems improvement grant (MSIG)	Rand	R 934 000	R 930 000
Amount of this allocation utilised	Rand	R 934 000	R 262 837
Municipal infrastructure grant allocation	Rand	R 0	R 0
Amount of this allocation utilised	Rand	R 0	R 0
<b>KPA 4 – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT (2015/2016)</b>			
<b>Organisational design and capacity</b>	<b>Unit</b>	<b>2014/15</b>	<b>2015/16</b>
Number of posts in the organogram as at 30 June 2016	Number	669	668
Number of posts in the organogram that were filled as at 30 June 2016	Number	425	434
Total number of staff employed in the municipality as at 30 June 2016	Number	436	462
Total number of Section 57 staff employed in the municipality as at 30 June 2016	Number	4	4
Section 57 posts vacant for more than 3 months in the financial year ending 30 June 2016	Number	0	0
Percentage of municipality's budget spent on implementing its workplace skills plan.	Percentage	0.7%	0.29%
<b>Employment equity</b>	<b>Unit</b>	<b>2014/15</b>	<b>2015/16</b>
Number of Section 57 staff who were classified as Black (African, Indian and coloured) as at 30 June 2016	Number	3	3
Number of Section 57 staff who were women as at 30 June 2016	Number	1	1
Number of staff (out of total number of staff) in the municipality who were women as at 30 June 2016	Number	136	157
Number of staff (out of total number of staff) in the municipality who were classified as disabled as at 30 June 2016	Number	7	8
<b>KPA 5 – GOOD GOVERNANCE AND PUBLIC PARTICIPATION (2015/2016)</b>			
<b>Council meetings</b>	<b>Unit</b>	<b>2014/15</b>	<b>2015/16</b>
How many council meetings were held in the 2015/16 financial year?	Number	13	10
How many open council meetings were held in the 2015/16 financial year?	Number	13	10
<b>Corporate governance</b>	<b>Unit</b>	<b>2014/15</b>	<b>2015/16</b>
Number of Section 57 staff dismissed	Number	0	0
Number of Section 57 staff suspended	Number	0	0
Number of Section 57 staff resigned	Number	0	0

### 3.4. Performance Improvement Measures

The followings actions were taken throughout the 2015/16 financial year to improve the culture of performance management in the organisation:

- Strategic Sessions with the Mayor and Management were held;
- All Executive Directors were tasked by the Municipal Manager to prepare up to date evidence files which was uploaded on the Collaborator electronic record management system;
- Random sampling of key performance indicators and projects were done by internal auditors to verify the quality of data and evidence of performance;
- Internal Audit reports are submitted to management for response and action to address any identified shortcomings;
- These Internal Audit Reports are also served before the Audit Committee, the Mayoral Committee and the Executive Council for oversight; and
- An electronic compliance register is also assisting to monitor the compliance with various pieces of legislation relating to performance management.

#### 3.4.1. ....PMS Audit Focus for 2016 / 2017

The focus from the Internal auditors for the 2016/2017 financial year will be as follows:

- Quarter 1: Compliance review to various pieces of legislation including any additional Regulation and National Treasury circulars;
- Quarter 2: Organisational and Departmental Key Performance Indicators Sampling – 3e's (effective, efficiency and economic) and functionality;
- Quarter 3: Project Sampling - 3e's and functionality; and
- Quarter 4: Executive Directors Scorecard, Project (continuation of quarter 2 and 3) and Directorate KPI Sampling – 3e's and functionality.

### 3.5. Supplier Performance

#### 3.5.1. ....Background

This report is in compliance with Section 46(1) of the Municipal Systems Act, Act 32 of 2000 in respect of Supplier Performance. The purpose of the report is to assist and strengthen Council's oversight role in the execution thereof. Furthermore, in terms of Sec. 46(2), it must be included in the Annual Report. The Constitution of the Republic of South Africa, 1996 addresses this issue in section 217. When an organ of state in the national, provincial or local sphere of government, or any other institution identified in national legislation, contracts for goods or services, it must do so in accordance with a system which is fair, equitable, transparent, competitive and cost-effective.

#### 3.5.2. ....Tenders evaluated

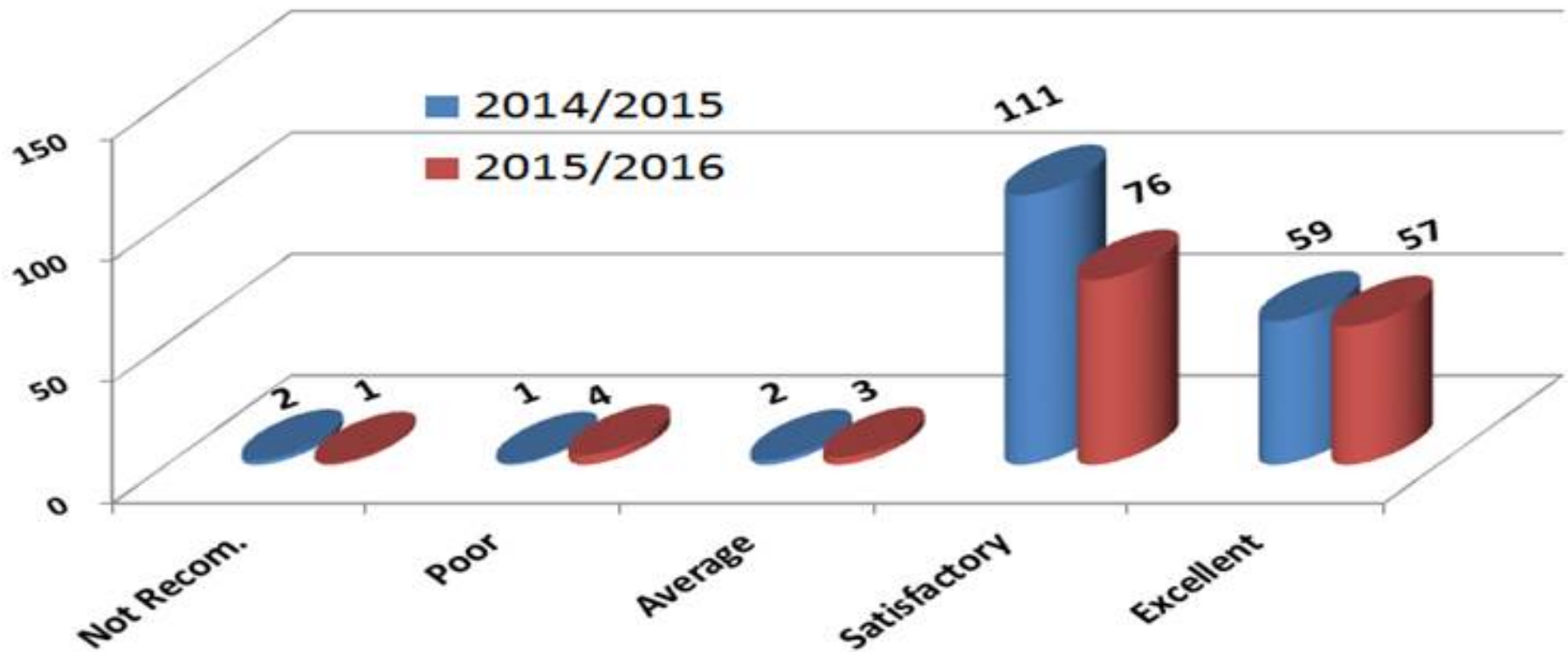
Suppliers are evaluated on work performed or goods supplied for functionality, quality and performance. To evaluate the supplier a document is prepared and issued, in respect of the previous quarter, to the relevant official who initiated the acquisition. The following documents, per department, were issued and submitted for evaluation:

Relevant Department/Division	Tenders		Quotations	
	2014/2015	2015/2016	2014/2015	2015/2016
COMMUNITY DEVELOPMENTAL SERVICES	13	11	15	48
CORPORATE SERVICES	14	8	16	10
LOCAL ECONOMIC DEVELOPMENT	0	2	3	1
ENGINEERING	28	24	14	25
FINANCIAL	45	6	16	3
GOVERNANCE	0	0	0	0
MUNICIPAL MANAGER	0	0	1	1
RURAL & SOCIAL DEVELOPMENT	1	0	9	2
Grand Total	101	51	74	90

3.5.3. ...Quality of performance

The evaluation is objective and based on five performance area. The Contract Manger is responsible for the evaluation, but in the event that the supplier is rated lower than 18 points out of a possible of 25 (72%), he/she must be consulted and when agreed on the final rating, sign the evaluation document as proof of consultation. At this point any corrective measures are attended to.

Performance of suppliers evaluated in comparison with the previous financial year:



3.5.4. ...Improvement and/or deterioration of supplier performance

Because of the procurement process, the municipality does not work with the same suppliers every year. Although there may be repetition of some, new suppliers are constantly entering into the process. Therefore, performance comparisons are measured on percentage per performance category rather than on the individual. If it is found that a specific supplier does not meet the municipality’s standard of service expectations, corrective measures are taken, preferably while the project is in process, to guarantee a positive outcome.

Suppliers who do not meet the level of performance are given the opportunity to improve on their capacity, systems and procedures and, after a period of exclusion from the procurement process, can demonstrate that they indeed improved and are capable to deliver on the expected performance levels.



3.5.5. ...Performance assessment for the last two financial years.

Performance Level	Category	2014/2015		2015/2016		Movement	
		# of Evaluations	% of Category	# of Evaluations	% of Category	(Evaluation must be objective per category)	
1	Not Recommended	2	1.14%	1	0.71%	0.43%	Improvement
2	Poor	1	0.57%	4	2.84%	-2.27%	Deterioration
3	Average	2	1.14%	3	2.13%	-0.99%	Deterioration
4	Satisfactory	111	63.43%	76	53.90%	-9.53%	Deterioration
5	Excellent	59	33.72%	57	40.43%	6.71%	Improvement
Total:		175		141			

Categories “Average” to “Excellent” represents 96.46% of the evaluations which is a deterioration of 1.84% on the previous year. The evaluation is subjective and officials are not influenced to be lenient towards suppliers that do not perform to council’s expectations. Underperformers are reprimanded in a positive manner to improve themselves for future engagement. It must be pointed out that the municipality does not always work with the same suppliers and new entrants to the supply line may not perform to expectation.

3.6. AG Outcomes

Over the past two years (2013/2014 and 2014/2015) the CWDM has received a clean audit. Leadership, as a driver of internal control, has improved while maintaining our performance in the areas of Governance and Financial & Performance Management. No areas have been identified to have regressed and/or where intervention is required.

The following is a summary of the areas assessed as “Good”:

MAIN AREA	SUB AREA	MOVEMENT from previous year
Leadership	Effective leadership culture	Unchanged
Leadership	Oversight responsibility	Improvement
Leadership	Policies and Procedures	Unchanged
Leadership	Audit action plans	Unchanged
Financial and Performance Management	Proper record keeping	Unchanged
Governance	Risk Management	Unchanged
Governance	Internal Audit	Unchanged
Governance	Audit Committee	Unchanged